

section 1

# Introduction

Raleigh, the capital of North Carolina, is a fast-growing city located in the fastest-growing region of the State, the Research Triangle. Home to more than 450,000 people as of 2015, the City is expected to grow to over 600,000 by the year 2035. Since the last Comprehensive Plan was written in 1989, Raleigh's population has increased by 103 percent. Growth of this magnitude is not incidental. Raleigh's innumerable assets, including a strong and diversified economy, a highly-educated populace and a great education system, plentiful parks, and its resurgent Downtown are major factors in attracting new residents and businesses from around the country and the world. The transformation has made Raleigh one of the 50 largest cities in the United States.

Raleigh's growth and relative prosperity make planning for the City's future critically important. In fact, the need for good city planning has never been greater as Raleigh addresses its growth and development challenges. How do we grow while maintaining Raleigh's outstanding quality of life and retaining the assets that make Raleigh special? How do we add to the community while preserving its past? How do we manage growth and make our land use more supportive of transit and walkable neighborhoods? How do we sustain our environment for the present and renew it for the future? How do we provide decent and affordable housing options? How do we position Raleigh to remain nationally competitive with a strong economy?

The Comprehensive Plan is the key policy document that helps make the city workable, livable, and prosperous. This 2030 Comprehensive Plan provides the Vision and strategies for Raleigh to prosper and grow as a modern, 21<sup>st</sup> century city. The Plan provides an integrated approach to all aspects of Raleigh's physical development and related economic and social issues, with an emphasis on environmental, economic, and social sustainability; enhancing land use and transportation coordination; and developing attractive and prosperous neighborhoods for all. The Comprehensive Plan seeks to:

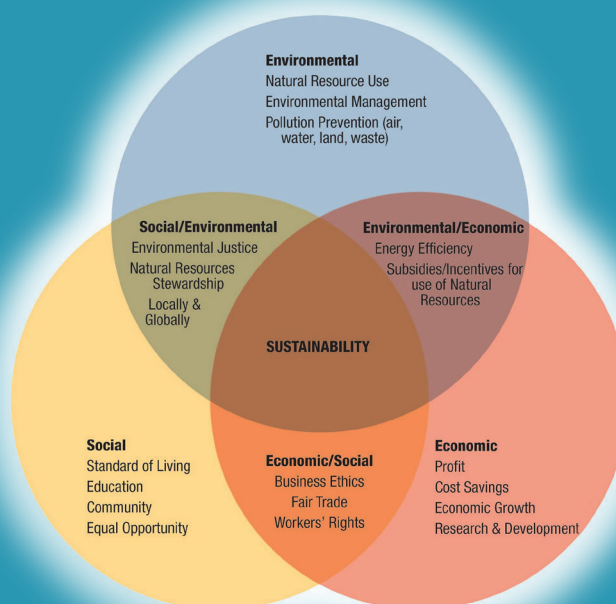
- Inspire with bold ideas to help shape development today and tomorrow;
- Provide the basis for orderly, consistent, and predictable land use decision-making;
- Facilitate quality development throughout Raleigh;
- Provide a "greenprint" for more sustainable growth patterns; and
- Build on the ideas and guidance from the many participants in the Planning Raleigh 2030 process.

# Raleigh's Commitment to Sustainability

Raleigh's commitment to sustainability is a cornerstone of its vision for the future. That vision is broad and comprehensive and focuses on the interdependent relationships of environmental stewardship, economic strength, and social integrity. These three elements, referred to as the “triple bottom line” of sustainability, define the vision and will serve to guide the choices and decisions Raleigh will need to make as a 21<sup>st</sup> century City of Innovation.

Consistent with this vision, the City has created a citizens Environmental Advisory Board, established full time Sustainability Initiatives Manager and Energy Manager positions, adopted a fossil fuel reduction goal, enacted an energy efficient buildings standard of LEED Silver for City buildings, and has endorsed the U.S. Mayors Climate Protection Agreement to develop a greenhouse gas emissions reduction strategy for the City.

There are many other sustainability initiatives on-going in the City including LED lighting, greening the City's vehicle fleet, supporting the creation of green jobs, a teleworking program, renewable energy projects, rainwater harvesting, water reuse, tiered water rates, sustainable purchasing policies, employee health and wellness programs, innovative financing strategies, and public-private collaboration, among others. Many of these are described in greater detail in the Plan elements.



# 1.1 Purpose of the Comprehensive Plan

## Legal Basis, Role, and Content

Although the State’s zoning enabling statute establishes that “zoning regulations shall be made in accordance with a comprehensive plan,” North Carolina’s cities are not required by state law to prepare a comprehensive land use plan, and the nature of such a plan is not defined by statute. However, Raleigh has a long history of using a comprehensive planning document to establish policies that respond to the requirements and aspirations of the City’s residents, and accordingly influence social, economic, and physical development. Past comprehensive plans have been used to promote economic growth and jobs and guide private and public investment. To achieve its vision for the future, Raleigh needs a Plan that promotes sustainability, while maintaining and enhancing the natural and architectural assets of the City, and furthering the social and economic welfare of its residents.

## Raleigh’s Approach to Planning

Raleigh has a tradition of developing comprehensive plans dating back to 1913. In that year there was one registered automobile for every 82 Americans. Residents of Raleigh walked to work or to go shopping. The street was a space shared equally by pedestrians, horses, and vehicles. An invention called the bicycle was becoming a more common sight. By 1960, there were over 60 million registered vehicles in America or one for every three Americans. Raleigh’s urban environment grew to accommodate the popularity of the automobile starting mid-century and continuing to the present day, although the City has begun refocusing on walkers, cyclists, and transit riders and essential parts of the transportation system.

Subsequent comprehensive plans, adopted in 1979 and 1989, responded to this new auto-centric landscape with a set of policy tools that emphasized the preservation of landscaped and tree-lined view sheds along major transportation corridors, and that sought to control excessive strip-style retail development along high-volume streets. Retail would be concentrated into nodes at major intersections, with office and multifamily filling the areas in between. An Urban Form map provided a detailed hierarchy of commercial focus areas, ranging from neighborhood to regional. Raleigh’s development code pioneered new tools such as highway overlay districts, street protective yards, and a sign ordinance that significantly mitigated the visual clutter and enhanced the trees and landscaping that would be in the field of vision of motorists traversing the City’s arterial road network. These policy innovations deserve significant credit for creating the attractive and green landscape of suburban Raleigh. However, this framework did less to promote the growing emphasis on making the city more friendly and accessible to walkers, cyclists, and transit riders.

The 2030 Comprehensive Plan was drafted to respond to the significant market, economic, social, and environmental changes facing Raleigh at the start of the 21<sup>st</sup> century. It is much more specific in its policy guidance, includes an Implementation Element, and provides a land use plan that was absent from the 1989 Plan. The old Thoroughfare Plan has been replaced by the Raleigh Street Plan which implements a much more context-sensitive, complete streets approach to the street. The clarity of intent produced by these changes has enabled the City to design and adopt a new, more flexible zoning ordinance that is better adapted to the goals of this Plan. The Unified Development Ordinance (UDO) applies some of the most up-to-date practices of land use regulation in a way that is tailored to the unique history and urban fabric of Raleigh. The UDO and the 2030 Plan give citizens and stakeholders greater confidence in pursuing their private goals by communicating a unified and unambiguous message as to the values that will guide development in the future.

Area Specific Guidance supplements the 2030 Plan by focusing in more detail on specific parts of the city. Formerly known as small area plans, each Area Specific Guidance section is a set of goals, policies, and actions for the design and development of a neighborhood, mixed-use center, or corridor within the city. Residents of these communities help craft these documents through participation in extensive and inclusive public planning sessions. Area Specific Guidance empowers communities to decide how they wish to implement more detailed planning goals in their area.

The combination of the 2030 Plan, Area Specific Guidance, and the UDO results in a development outlook that can be effectively implemented and monitored with greater accessibility and functionality for Raleigh residents.

## Relationship to the Strategic Plan

In 2015, the Raleigh City Council adopted the Strategic Plan to guide the government of the City. The Strategic Plan and the Comprehensive Plan serve many of the same ideals but from different perspectives. The Comprehensive Plan translates a long term vision into targeted objectives for overall growth and development. The Strategic Plan provides a short term framework for the City to pursue objectives that support high-quality operational outcomes. Both outlooks are based on unifying values. The Comprehensive Plan serves a set of six Vision Themes while the Strategic Plan's foundation is its six Key Focus Areas.

The Comprehensive Plan creates a policy road map for the city to pursue development goals identified by citizens. The values expressed by citizens have been organized into the following Vision Themes:

- *Economic Prosperity and Equity*
- *Expanding Housing Choices*
- *Managing Our Growth*
- *Coordinating Land Use and Transportation*
- *Greenprint Raleigh – Sustainable Development*
- *Growing Successful Neighborhoods and Communities*

The objectives of the Comprehensive Plan address a wide range of internal and external activities of the city that affect outcomes for residents, businesses, and cultural and natural resources.

The Strategic Plan assists the city in assigning its internal resources in the way that maintains and improves the qualities that make Raleigh an outstanding city. The Strategic Plan calls for the city to focus its operational efforts on six key areas of identity and character:

- *Arts & Cultural Resources*
- *Economic Development & Innovation*
- *Growth & Natural Resources*
- *Organizational Excellence*
- *Safe, Vibrant & Healthy Community*
- *Transportation & Transit*

Objectives and initiatives in the Strategic Plan provide clear action steps that will support the six key areas. Table T-1 shows how Strategic Plan Key Focus Areas generally align with the Vision Themes of the Comprehensive Plan. The Vision Themes are explained in greater detail in the Framework section.

Vision Theme	Key Focus Area(s)
Economic Prosperity and Equity	Arts & Cultural Resources Economic Development & Innovation
Expanding Housing Choices	Economic Development & Innovation Safe Vibrant and Healthy Community
Managing Our Growth	Growth & Natural Resources
Coordinating Land Use and Transportation	Growth & Natural Resources Safe, Vibrant and Healthy Community Transportation & Transit
Greenprint Raleigh - Sustainable Development	Growth & Natural Resources
Growing Successful Neighborhoods and Communities	Arts & Cultural Resources Safe, Vibrant & Healthy Community

*Table T-1 Alignment of the Strategic Plan with the Comprehensive Plan*

## The Capital Improvement Program

The Capital Improvement Program (CIP) is a ten year, two phase plan adopted by City Council that serves as a statement of city policy regarding the timing, location, and funding of major public facilities in the City of Raleigh. The CIP is developed by analyzing public facility needs, projecting fiscal resources, establishing priorities, and developing schedules for their implementation. Six programmatic categories are included: Transportation, Public Utilities, Parks, Stormwater Utility and Neuse Basin Environmental, Housing, and General Public Improvements. The Phase I program, encompassing the first five years of the CIP, includes schedules and budget estimates for projects approved by Council in previous editions of the CIP, as well as additional projects recommended as the result of planning processes. The first two years of the CIP serve as the basis for the capital portion of the annual operating budget and biannual budget projection. The Phase II program, spanning the second five year period, provides a more general review of projects and capital maintenance needs necessary for the continuation of services to the citizens of the City.

## Relationship to the Capital Improvement Program

The Comprehensive Plan provides guidance on the need to manage growth and development and to continue investment in the City's physical infrastructure and buildings. The Plan recommends enhancing the capital improvement planning and budgeting process by implementing more explicit ties between the Comprehensive Plan and the development of the Capital Improvement Program (CIP) as well as the establishment of priorities among various potential capital investments. In addition, for each recommended action in this 2030 Raleigh Comprehensive Plan, the Implementation Element identifies whether capital dollars are required to implement that action. There are about 77 such actions in the Plan where the need for capital funds is indicated.

## 1.2 How the Comprehensive Plan is to be Used

This document has been designed for use by elected and appointed officials, City government administration and staff, residents, businesses and developers, and others with an interest in the future of Raleigh.

This Comprehensive Plan will be used to:

- *Establish the vision for what Raleigh can achieve and aspires to achieve by 2030;*
- *Consolidate and coordinate in one comprehensive document the policies that relate to the City's physical and economic growth and development for all City departments;*
- *Guide decision-making and evaluation of zoning map and text amendments and discretionary development approvals;*
- *Coordinate capital investment by linking the Capital Improvement Program to the Comprehensive Plan; and*
- *Identify short to long-term strategic actions for the City to undertake. These actions will be monitored annually to ensure implementation and accountability.*

The intent of this Plan is to make it easy to read and accessible to all. Key issues are described with data to make the purpose of policies more apparent. Graphics, maps, photos, and charts have been used to illustrate major points and improve the legibility of the text. Text boxes are used to present background information or highlight issues.

As the City's primary policy and planning document addressing the physical development of the City, the Comprehensive Plan is of particular interest to elected officials who must adopt it and fund its implementation, appointed officials who will use it as a guide to discretionary decisions, as well as City agency heads who are charged with its implementation and the update of other plans to conform with it.

The Comprehensive Plan is also an important source of information and guidance to private sector actors involved in development. The Land Use Element and Future Land Use Map provide clear guidance on preferred zoning classifications for particular properties, which will assist in the preparation of rezoning petitions. Many policies describe desired development outcomes, and consistency with these policies will be a factor in the review of many discretionary development applications such as conditional use rezoning petitions and preliminary site plans and subdivisions (1). The Plan will help the private sector anticipate future public investment priorities. It will also bring more predictability to the zoning and development review and approval process for developers, property owners, and concerned citizens alike.

Finally, the Comprehensive Plan is also a resource for those who seek general information on how the City may change over the next 20 years, as well as those who want or need to understand how the City plans to respond to particular issues and problems.

The Comprehensive Plan's Future Land Use Map is incorporated as part of the document and provides the foundation for decisions regarding land use and zoning. This map appears as a poster-sized foldout. It is supplemented by the Growth Framework Map, which provides a vision for the City's future growth, and by numerous smaller maps that appear throughout the text of the Plan.

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*1 The City has available a stand-alone guide highlighting those policies most relevant to conditional-use zoning petitions and preliminary development applications.*

## Vision, Policy, Action

At the heart of the Comprehensive Plan are six Vision Themes, described in greater detail in the Framework chapter, which were identified through the Civic Engagement process. These six themes constitute the goals of the plan and are referenced in all Plan Elements and every policy statement.

Advancing the six themes are the Plan's Policies. All policies respond to and fulfill one or more of the vision themes. Policies provide general guidance for decision-makers and help direct the City towards achieving the guiding themes. Policies are generally open ended as to time frame, as they provide ongoing direction. The policies in this document are organized by topics that indicate the subject being addressed.

Actions are specific measures that the City will undertake to implement the policies. All actions link back to one or more policies in the same section in which they appear, although not every policy has a corresponding action. While some actions are ongoing, most have an identifiable end state after which the action is considered complete. All actions are prioritized and assigned to different City agencies in the Action Plan and Matrix.

The policies and actions contained within the Comprehensive Plan have implications for the capital and operating budgets of the various departments of City government, and therefore are subject to the same budgetary constraints as any other long range plan. The number and type of actions implemented in any given year will be determined by budget considerations in addition to the priorities set forth in the Implementation Element.

## Interpretation of Policies

Policies provide direction for decision-makers regarding particular courses of action to pursue. They are also intended to guide decisions regarding the review and approval of development proposals, and the consistency of petitions to amend the City's official zoning map.

Based on the specifics on a particular policy, it may apply exclusively to City actions, or it may set forth an expectation regarding private sector activities. The former policies are typically worded as an ongoing aspiration or intent, using active words such as "encourage", "promote", and "provide". The latter such policies are typically worded as a statement expressing a desired state or outcome, utilizing the word "should" to distinguish the policy statements in the Plan from the legal requirements found in the City's codes, where the word "shall" is the norm. In any specific case where the application of a Comprehensive Plan policy conflicts with a use, height, or density standard in the zoning and development code, the code standard will control.

Rezoning petitions, as well as certain development applications, are subject to review for consistency with the Comprehensive Plan. Policies which set forth private sector expectations and which are relevant to rezoning and development matters are called "key policies" and are highlighted throughout the Plan with an orange dot. Consistency is relative and not absolute. It is not anticipated that every proposal and project will implement every Plan policy. Projects and proposals that implement one or more Plan policies and are not in conflict with the overall goals of the Plan and key policies as highlighted above will be judged to be consistent. Projects and proposals that are in conflict with the overall goals of the plan and contradict key policies will be judged to be inconsistent. More guidance on consistency determinations can be found in A.1 'Future Land Uses'.

The Plan has been written to be free of internal conflicts, meaning that as a general rule, implementing one policy should not preclude the implementation of another. However, situations that are site- and/or project-specific may arise, where specific policies present competing objectives. Judgment will be required to balance the relative benefits and detriments of emphasizing one policy over another. When weighing competing objectives, greater weight should be given to achieving overall policy objectives on an area- and city-wide scale rather than a site-specific scale, and decision-makers should consider the cumulative impacts of making a number of similar decisions over time.

## 1.3 Organization of the Plan

Planning Raleigh 2030 is organized into citywide elements that follow this introductory chapter. The Plan begins with the Framework chapter that sets the stage for the Plan by summarizing the key citywide issues driving the need to update the Plan. It provides an overview of growth forecasts, defines the Vision and themes that serve as the over arching goals for this Plan, and describes the role of the Growth Framework and the Future Land Use Map, (the two poster-sized maps that provide the basis for the Comprehensive Plan's written recommendations).

The subsequent elements each contain a summary overview to provide context and key issues, followed by citywide policies and actions to address these issues. Tables, images, text boxes, and maps supplement the narrative content. Following the Framework, the Plan's topical citywide elements are:

- **Land Use:** *The Land Use Element provides a framework for all development-related decisions. It is the critical foundation upon which all other elements are based, and includes the Future Land Use Map and related policies and actions to guide growth in a more compact and efficient pattern over the next 20 years.*
- **Transportation:** *The Transportation Element guides future development of the City's roads and highways, public transit systems, and bike and pedestrian networks to support the City's desired land uses and urban form; slows the growth of vehicle miles traveled; diversifies away from the use of single occupancy vehicles; and reduces air pollution and greenhouse gas emissions. The aim is to achieve a balanced and efficient transportation system for Raleigh's expanding populations and their corresponding needs.*

- **Environmental Protection:** *The Environmental Protection Element contains the policies and actions required for the City of Raleigh to preserve its natural resources and address challenges related to global climate change and the need to become more sustainable.*
- **Economic Development:** *The Economic Development Element includes recommendations to enhance Raleigh's competitive advantages and build on its culture of innovation. It addresses ways to revitalize aging neighborhood and commercial corridors, assist local entrepreneurs, provide job training and education, and harness the benefits of tourism, visitation, and the creative industries.*
- **Housing:** *The Housing Element includes recommendations on housing needs and encouraging homeownership, preserving existing affordable housing, creating new affordable housing, aging in place and universal access, and encouraging mixed-use development that includes affordable and workforce housing.*
- **Parks, Recreation, and Open Space:** *This Element addresses park planning and acquisition, greenway and trail planning and connectivity, open space conservation, capital improvement planning, and the preservation of special landscapes, among other issues.*
- **Public Utilities:** *The Public Utilities Element includes recommendations to ensure the long-term adequacy and safety of the drinking water supply, distribution system, and the wastewater system. It also addresses stormwater, energy, telecommunications, and utility extension policies.*
- **Community Services and Facilities:** *The Community Services and Facilities Element provides direction for government buildings, solid waste services, emergency services, schools, and libraries. A key focus for this element is managing limited resources, encouraging co-location, and supporting infill development.*
- **Urban Design:** *The Urban Design Element provides recommendations to address place-making and reinforcement of the design of Raleigh's neighborhoods, business districts, and commercial corridors; preserve important views; and provide the framework to guide the design of future development.*
- **Historic Preservation:** *The Historic Preservation Element includes guidance to preserve and promote the historic identity of Raleigh and sustain great historic communities in which to live and work. The element includes recommendations to enhance regulatory tools and incentives, promote preservation, and improve coordination among role players with a stake in, and impact upon, preservation.*
- **Arts and Culture:** *The Arts and Culture Element provides a consolidated framework to support the arts in Raleigh, and makes recommendations to address funding to support public art, arts districts and other incentives to encourage artists, and cultural facilities expansion to serve the City's growing needs.*
- **Regional and Inter-Jurisdictional Coordination:** *This Element provides guidance for intergovernmental cooperation in planning and providing essential public services that impact the region as a whole, including transportation, land use and growth management, economic development, education, protection of natural resources, and public services.*
- **Downtown Raleigh:** *This elements contains policies and actions that are specific to the urban core of the City, addressing growth and development in Raleigh's traditional downtown and its growth as a mixed-use center.*

The Plan also includes 22 **Area Specific Guidance** documents brought forward in revised form from the 1989 Plan. These plans were created through focused, community-based planning efforts. They include policies too detailed and area-specific to be included in a citywide Plan element. The decision of which plans, and which plan policies, to bring forward was based on an exhaustive policy audit of every adopted geographically-focused plan. All the Area Plans have been streamlined and rewritten to conform to the conventions used throughout the remainder of this Plan. Land Use recommendations from adopted Area Plans are reflected on the citywide Future Land Use Map.

The Plan's **Implementation** Element organizes the priorities, responsible agencies, and necessary partnerships to implement the Plan's policies and actions. It highlights the Capital Improvement Plan and other priorities required to implement the Plan's recommendations. Most significantly, this element includes a guide for keeping the Plan current and reporting progress toward reaching the Plan's Vision for 2030.

The Plan is supplemented by the detailed background studies in the City of Raleigh **Community Inventory Report**. The reader seeking more background information and data analysis is encouraged to refer to this valuable resource material, which is included under separate cover as Volume II.

## 1.4 Civic Engagement Process

Civic Engagement is a central component of the comprehensive planning process. The Department of City Planning has been the lead agency for the update of Raleigh's Comprehensive Plan, providing a wide variety of civic engagement opportunities and forums throughout the city. These have included public workshops, smaller scale community meetings, stakeholder roundtables, and online consultation. The centerpiece of the public outreach effort has been a series of nine citywide public workshops held in three rounds of three.

The first round of workshops was held in November 2007 to allow public participation in developing the vision and themes to guide the overall planning effort. These workshops were publicized widely in the local news media, including print, radio, and television, as well as the City's website. Close to 400 members of the community participated in the workshops, responding and reacting to an overview of existing conditions and an assessment of the "State of the City" in small group sessions. More than 150 people participated online in this round.

The second round of workshops was held in March 2008, as the effort moved from analysis to policy development. Approximately 250 people attended and participated in these workshops, responding to questionnaires regarding their values related to economic development and equity, growth management, housing, land use, transportation, neighborhood and community development, and sustainability. Another 30 completed the surveys online.

The final round of workshops was held in January 2009 to present a Public Review Draft of the Plan to the community. These workshops were conducted in an “open house” format, with opportunities to interact with City staff at booths addressing clusters of specific Plan Elements and topics. Approximately 230 members of the public attended these workshops. The entire Plan was made available for review and comment at the City’s interactive website from December 1, 2008 through January 31, 2009. As part of this process, over 1,200 comments were received on the Public Review Draft of this document, with hundreds of substantive changes to the Plan being made in response. A substantial majority of comments were constructive and indicated support for the Plan.

These city-wide forums have been supplemented by a number of other civic engagement opportunities:

- **Big Ideas Week** was held in April 2008 in venues ranging from a tavern at Moore Square to Marbles Kid’s Museum. Approximately 125 people were involved, and came up with creative and transformative ideas at brainstorming sessions about topics such as a World-Class Welcome, City Places for People, Transit for All, Capital Boulevard Redesigned for Living, and Downtown 24/7.
- **Kids City** was held in May 2008. Approximately 600 people (children 10 and under with supervising adults) participated in constructing a city. The children used recycled boxes, construction paper, string, tape, crayons, markers, and other creative tools to construct their ideal city on a grid that spread out over the museum’s first floor. The grid included streets and other transit corridors, greenways, downtown, suburbs, small town, and farm land. Over the course of the day, Raleigh grew from a small 18th century ‘planned’ capital city to a 21<sup>st</sup> century metro area.
- **Two public workshops** were held at the Urban Design Center in June 2008 to discuss Raleigh’s downtown. They attracted more than 100 participants: discussing issues and concerns at the first workshop; and potential policies, programs, and projects at the second workshop.
- In addition, **roundtable discussions** for topic- and issue-focused stakeholders were also held throughout the process to address specific issues and opportunities facing the City. Fourteen such forums were conducted, addressing the Arts Commission, Appearance Commission, Environmental Advisory Board, Affordable Housing, Environmental Sustainability, Developers, Homebuilders, the Greater Raleigh Chamber of Commerce, Cooperating Raleigh Colleges, Raleigh Historic Districts Commission, the Hillsborough Street Partnership, and Complete Streets advocates, among others.
- The City held **community meetings** and input sessions with Citizens Advisory Councils at their invitation. A total of six such sessions were held, the largest being a joint meeting involving the partnership of the five CACs comprising the Southeast quadrant of Raleigh, which drew about 150 participants.
- Following the release of the Public Review Draft of the Comprehensive Plan, a total of 14 **public briefings**, consisting of a presentation followed by questions and answers, were held to present the Draft. Three of these were evening sessions, while the remainder also served as briefings to appointed boards and commissions. All were open to the general public.

- *In addition, the City developed an **interactive website** for the plan update including a comment functionality allowing participants to enter comments on draft documents online and view others' comments. Among the documents that were opened for online review and comment were the summary reports for the November and March workshops, the City of Raleigh Community Inventory Report, and the Public Review Draft of the Comprehensive Plan.*

Many residents, governmental agencies, businesses, institutions, and leaders helped shape this Plan.

## 2014 Update

An update to the plan was initiated in 2014 and completed in 2017. The update was the product of a rigorous process involving several City departments, numerous public meetings, and review by the Planning Commission and City Council. The steps in the update are listed below.

- **Due Diligence:** *City staff reviewed the data, statistics, trends, and assumptions used as the basis of the original plan. Where appropriate, more up-to-date facts and analysis were introduced and irrelevant information was removed.*
- **Outreach and In-reach:** *Staff solicited input from appointed boards and commissions as well as various City departments to inform the update process about changes to real world conditions and professional standards. The public was engaged through workshops that highlighted emerging conditions, challenges, and desires of the community.*

- **White Paper:** *A White Paper was drafted in 2015 and adopted by the City Council in 2016. The White Paper built on the previous steps to make concrete recommendations about new content for the Comprehensive Plan. The public was again engaged through workshops to gather community input and comment.*
- **Plan Drafting:** *The City Council authorized City staff in Spring of 2017 to draft revisions to the Comprehensive Plan. Preliminary draft documents were circulated among relevant departments for review and comment. Subsequently, a public review draft was released in installments through the Summer of 2017. The public comment period included five public meetings, each focused on a key topic of change to the Plan derived from the White Paper, to share draft content and receive community feedback. Comment collected in-person and on-line was used to refine the public review draft before City Council review.*

The updated Comprehensive Plan more accurately depicts and addresses the current state and future aspirations of Raleigh in the 21<sup>st</sup> century.